



JENNIFER M. GRANHOLM
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF HUMAN SERVICES
LANSING



MARIANNE UDOW
DIRECTOR

August 1, 2007

Mr. Michael Moody, Director
Office of Financial Management
Department of Management and Budget
George W. Romney Building, 7th Floor
111 South Capitol Avenue
Lansing, Michigan 48913

Dear Mr. Moody:

Enclosed is the Department of Human Services' response and corrective action plan to the Auditor General's report of the Performance Audit of Training and Staff Development for the period of October 1999 through August 2006.

Sincerely,

Marianne Udow

Enclosure

c: DMB Director
State Budget Director
Office of the Auditor General
House Fiscal Agency
Senate Fiscal Agency
Executive Office
House Appropriations Committee
Senate Appropriations Committee



Department of Human Services
 Corrective Action Plan and Status of the Audit Recommendations
 Performance Audit of Training and Staff Development
 October 1999 through August 2006
 Report Issued March 27, 2007

OAG Audit Finding	Responsible Administration	Proposed Implementation Date	Corrective Action/Update	Status
Finding 1—Initial and Continuing Education Requirements <i>(material condition)</i>				
The OAG recommends that DHS institute instruction requirements for newly hired FIS and ES, and continuing education requirements for all services specialists, FIS, and ES.				
a. DHS did not require its newly hired FIS or ES to attend initial instruction.	FO	10/01/2007	Since January 2007, DHS required all newly hired ES to attend OTSD New Worker Training. Central office personnel will coordinate with OTSD to schedule new worker training events and enroll recently hired staff. Training history is tracked using the <i>Registrar</i> Learning Management System.	open
b. DHS did not require all services specialists, FIS, and ES to obtain continuing education.			Executive Directive 2007-12 places a moratorium on state employee hiring expenditures and training activities as well as skill upgrades. The Executive Directive remains in affect for the remainder of the fiscal year.	
Finding 2—Monitoring of Private Agency Training				
The OAG recommends that DHS institute a monitoring process to ensure that contracted private agency staff providing adoption services receive all required training. The OAG also recommends that DHS ensure that all contracted private agency staff providing foster care and FFM services attend all required training.				
DHS had not instituted a monitoring process to ensure that contracted private agency staff providing adoption services received all required training.	FO	10/01/2007	<p>OTSD will recommend that the Adoption Services Division amend the Adoption Services contracts with all private agencies to require that newly hired, or newly transferred to adoption services staff, must complete the DHS Child Welfare Institute Adoption (New Hire) Training within the first 90 days on the job. OTSD will provide to the Adoption Services Division and the Purchased Care Division a quarterly update of all Private Agency staff who have successfully completed the mandatory training in that quarter.</p> <p>DHS purchase care contract staff will monitor compliance with the contract. Each agency under contract is to provide the purchase care contract consultant with a copy of the agency staff person's course completion transcript verified on <i>Registrar</i> and available upon request from the Child Welfare Institute. Agencies not in compliance with the training mandate will be cited for noncompliance with the contract.</p> <p>OTSD Family Preservation staff has put a corrective action plan in place to ensure that contractually required training is completed by private agency contracted staff providing FFM services to DHS clients and those fitting eligibility criteria. The training assistant continues to utilize <i>Registrar</i> for all FFM staff to set up and review their individual training profile for completion of required and recommended courses/modules. OTSD has implemented a quarterly query in <i>Registrar</i> to determine course completions. If it is determined that an individual has not completed a required course within the recommended timeframe; they are contacted and scheduled into the next available training.</p> <p>OTSD FPS trainers review and discuss FFM Training Curriculum Logs for all FFM Staff twice a year with recommendations for annual training needs. Both the FPS trainer and FFM specialist consult in the monitoring of this process to ensure that contracted private agency FFM staff receive all required training.</p>	open



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			<p>The OTSD FPS Training Calendar continues to be published semi-annually to assist FFM Staff in registering for courses according to their profile needs.</p> <p>The FFM contract provisions and the FFM Handbook require staff to participate in ongoing training with no set time period for completion of training. The immediate corrective action plan was to implement clarification timeframes to cover a 3 year contract period in the semi annual training registration calendar. The references to the worker and supervisor completing mandatory special topic 3-6 months after working in the program was removed. Also, FPS trainers, have started using a recommended timeframe for FFM staff in consultation on their curriculum logs for courses beyond the FFM Core Series and special topics trainings to be completed in the second or third year of a contract period.</p> <p>DHS in the process of updating the FFM Handbook Section referencing training requirements with the new timeframes. These revision changes should be completed, approved and distributed before September 30, 2007.</p>	
Finding 3—Evaluation of Services Specialist Training (material condition)				
The OAG recommends that DHS develop a comprehensive process to evaluate the effectiveness of its training programs for services specialists.				
<p>a. DHS did not identify current and future training needs of its services specialists.</p> <p>b. DHS did not fully evaluate the effectiveness of its training programs for its services specialists.</p> <p>c. DHS did not obtain written evaluations of training provided to services specialists by other public agencies, private vendors, and DHS local offices.</p>	FO	10/01/2007	<p>DHS will identify current and future training needs of its services specialists by encouraging staff, supervisors, and administrators to identify performance issues and training needs as part of the annual employee performance review. OTSD will request a link from the employee's on-line performance evaluation be created that will permit identified training needs to be collected and forwarded to OTSD.</p> <p>OTSD will draft an L-letter encouraging the field staff to identify performance issues and training needs as a part of the annual review process and advising the field of the process to request training needs.</p> <p>As an ongoing process, OTSD will review first, second, third, and fourth level training evaluations for current and future training needs, as appropriate.</p> <p>OTSD will meet with regional services specialists, program and policy staff, the Office of the Family Advocate, the Office of the Children's Ombudsman, and the Foster Care Review Board to address the process of identifying and prioritizing child welfare training needs.</p> <p>OTSD will reconstitute the Child Welfare Training Advisory Committee to identify and review training needs as well as, local office and private agency requests.</p>	open



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			<p>OTSD will study the feasibility of a training needs survey request option accessible on the OTSD web site.</p> <p>All training requests will be documented on the Training Services Request (DHS-4401) and will be numbered and logged for follow-up by OTSD management.</p> <p>DHS will fully evaluate the effectiveness of its training programs. DHS will review each training course offered and identify an appropriate evaluation plan for each course from the evaluation options listed below:</p> <ul style="list-style-type: none"> o Level 1: Trainee reaction to the training. Surveys will be completed at the close of each course to measure the trainee's reaction/satisfaction of the training. o Level 2: Performance Measures Pre/Post Tests. This level will measure the trainee's performance in achieving the performance objectives. o Level 3: Ongoing supervisor reaction to the training. o Level 4: Outcome data listed in the Child and Family Services Review will be tracked over time to determine the strengths and needs of child welfare training. Data from supervisory case reading will also be used. <p>Training managers will review the evaluation data to identify additional training needs and improve training packages.</p>	
Finding 4— Child Support Specialist Training The OAG recommends that DHS further enhance its child support specialist training process by developing a spreadsheet that will provide a long-term record of training attendance and documentation of the evaluation training provided to the child support specialists.				
a. DHS did not have a permanent recordkeeping system to provide long-term tracking of the type, duration, and dates of training completed by child support specialists. b. DHS's training evaluation process did not include documentation of follow-up evaluations from child support specialist staff and supervisors, documentation identifying how the current training did not meet those needs, and documentation of the use of the information to precipitate changes to existing training programs or the development of new training programs.	LA	completed	a. OCS has developed and implemented a spreadsheet tracking system to document all OCS staff training. This documentation will be kept electronically for an indefinite period of time. The corrective action has been completed and this finding is considered closed. b. The OCS Training manager will continue to maintain the course evaluations prepared by attendees at each training session held by OCS Training. The OCS training manager will request and maintain quarterly feedback from support specialist managers. The quarterly feedback will include the managers' assessment of the classes their staff attended that quarter and any suggestions for changes. The documentation will be retained for 3 years. The corrective action has been completed and this finding is considered closed.	closed